

Acting DCI Remarks

REMARKS FOR SIS PROMOTION AND AWARDS CEREMONY

13 January 1987

GOOD AFTERNOON. WE'RE HERE TODAY TO PRESENT PROMOTIONS AND RANK STIPENDS TO MEMBERS OF THE SENIOR INTELLIGENCE SERVICE, AND TO WELCOME THOSE NEWLY PROMOTED INTO THE SIS.

I WANT TO WELCOME PARTICULARLY THE FAMILIES WHO ARE PRESENT TODAY. WE DON'T OFTEN HAVE THE OPPORTUNITY TO ACKNOWLEDGE TO YOU THE SIGNIFICANT CONTRIBUTIONS THAT YOUR FAMILIES, AND ESPECIALLY SPOUSES, MAKE TO THE SECURITY OF THE NATION. THIS VERY ELITE GROUP OF OFFICERS ACCOMPLISHES ITS MANY MISSIONS UNHERALDED AND OFTEN WITH GREAT SACRIFICES WE KNOW YOU SHARE. WE THANK YOU FOR YOUR SUPPORT.

WE ARE ALSO SADDENED AND CONCERNED THAT MR. CASEY CANNOT BE HERE TODAY TO PRESENT THESE AWARDS. ONE OF HIS GREAT PLEASURES AS DCI HAS ALWAYS BEEN TO RECOGNIZE PUBLICLY THE EXCELLENCE OF THE WORK DONE BY HIS OFFICERS AND THEIR DEDICATION TO THE AGENCY'S MISSION. WE ALL HOPE AND PRAY FOR HIS CONTINUED RECOVERY.

WE HAVE PROMOTION CEREMONIES FOR THE SENIOR INTELLIGENCE SERVICE TWICE A YEAR AND THE PRESENTATION OF RANK STIPENDS ONCE A YEAR. I THINK IT IS WORTHWHILE TO STAND BACK AND ASK

OURSELVES WHAT MAKES THEM IMPORTANT -- FOR THE MOST PART, IT SURELY ISN'T THE MONEY. WHAT ARE THE INTANGIBLE FACTORS THAT KEEP ENORMOUSLY TALENTED PEOPLE HERE, LEAD THEM TO ASPIRE TO ADVANCEMENT THAT ENTAILS SIMPLY MORE WORK AND GREATER RESPONSIBILITY. WHAT ARE THESE CEREMONIES REALLY ABOUT?

FIRST OF ALL, I BELIEVE THEY ARE ABOUT LEADERSHIP. YOU WHO ARE BEING RECOGNIZED TODAY, ARE THE CAREFULLY CHOSEN LEADERS AND ROLE MODELS OF THE MOST ELITE AND REMARKABLE GROUP OF PEOPLE IN THE AMERICAN GOVERNMENT. YOU ARE THE ONES WHO ESTABLISH THE STANDARDS OF PERFORMANCE AND PERSONAL CONDUCT FOR THE PEOPLE OF THIS AGENCY. TIME AND AGAIN, THE PEOPLE OF THIS AGENCY HAVE RESPONDED ABOVE AND BEYOND THE CALL OF DUTY TO MEET THE DEMANDS PLACED UPON THEM AND THE AGENCY. THEY ARE WILLING AND EAGER TO BE LED TO NEW SUCCESSES AND ACHIEVEMENTS, MOST OF WHICH WE ALONE WILL KNOW. AS THEIR LEADERS, IT FALLS TO YOU TO PROVIDE THE GUIDANCE AND THE EXAMPLE OF WHAT IT TAKES TO GET RESULTS. YOU HAVE BEEN CHOSEN TO BE A SENIOR OFFICER IN THE CENTRAL INTELLIGENCE AGENCY. YOU HAVE A SPECIAL TRUST AS A LEADER AND THE TALENTS TO DISCHARGE IT.

SECOND, THIS CEREMONY IS ABOUT PERFORMANCE. ALL OF YOU BEING RECOGNIZED TODAY HAVE DEMONSTRATED IN YOUR OWN AREA THE ABILITY TO SET GOALS AND ACHIEVE THEM -- TO CARRY OUT THE MANY MISSIONS OF THIS AGENCY. IT IS BECAUSE OF YOUR LEADERSHIP THAT WE HAVE THE FINEST INTELLIGENCE SERVICE IN THE WORLD AND THAT TODAY WE ARE PROVIDING MORE AND BETTER INTELLIGENCE TO THE

AMERICAN GOVERNMENT THAN IT HAS EVER RECEIVED. BECAUSE OF OUR PAST PERFORMANCE, THE PRESIDENT AND THE CONGRESS LOOK TO US FOR GUIDANCE AND FOR INFORMATION ON A GROWING DIVERSITY OF PROBLEMS, CHALLENGES AND OPPORTUNITIES AROUND THE WORLD, BOTH NOW AND THOSE THEY BARELY DISCERN IN THE FUTURE. WE IN TURN ARE RESPONDING NOT ONLY TO THOSE NEEDS, BUT LOOKING EVEN FURTHER AHEAD AND WARNING AND INFORMING THEM OF PROBLEMS THAT THEIR SUCCESSORS WILL FACE. BECAUSE OF PERFORMANCE, THEY LOOK TO US TOO AS A VITAL INSTRUMENT OF AMERICAN FOREIGN POLICY, WHETHER IN THE SHADOWY WORLD OF COUNTERTERRORISM, THE COMPLEX WORLD OF ARMS CONTROL MONITORING, THE DIRTY WORLD OF COMBATTING - NARCOTICS TRAFFICKERS, THE REALM OF TECHNOLOGY TRANSFER, AND AS THE LIFELINE TO ANTI-COMMUNIST INSURGENCIES ON THREE CONTINENTS. YOU ARE HERE BECAUSE YOU HAVE DEMONSTRATED AN ABILITY TO GET RESULTS; OUR FUTURE PERFORMANCE CONTINUES TO DEPEND UPON YOU AND THOSE YOU SUPERVISE.

THIRD, THIS CEREMONY IS ABOUT CHALLENGE. THE CHALLENGE OF MEETING THESE RESPONSIBILITIES IS DAUNTING YET EXCITING. THE PROBLEMS YOU WILL CONFRONT INCREASINGLY WILL BE COMPLEX ONES FOR WHICH THERE ARE NO SIMPLE ANSWERS. TO YOU WILL FALL INCREASINGLY THE RESPONSIBILITY FOR MAINTAINING THE OBJECTIVITY AND INTEGRITY OF CIA'S WORK AMONG THE MYRIAD CONTENDING POLITICAL FORCES AND BETWEEN CONFLICTING BRANCHES OF GOVERNMENT. TO YOU WILL FALL THE MANAGEMENT OF COVERT ENTERPRISES, ENSURING THAT OUR EFFORTS ARE EFFECTIVE, AND YET CONSISTENT WITH COMPLEX LEGAL CONSTRAINTS. TO YOU WILL FALL

THE RESPONSIBILITY FOR FINDING NEW WAYS TO EXPLOIT THE AVALANCHE OF INFORMATION THAT THE COLLECTION SYSTEMS YOU DESIGN WILL BRING US. TO YOU WILL FALL THE RESPONSIBILITY OF SUPPORTING THESE VAST UNDERTAKINGS AND OF CHALLENGING, MOTIVATING, AND GUIDING THE MOST UNIQUE AND TALENTED WORKFORCE IN THE WORLD -- THE PEOPLE OF CIA.

FOURTH, THIS CEREMONY IS ABOUT PATRIOTISM. I AM CONFIDENT THAT VIRTUALLY ALL OF THE PEOPLE BEING RECOGNIZED TODAY COULD MAKE FAR MORE MONEY, WORK FEWER HOURS AND SPEND MORE TIME WITH THEIR FAMILIES WORKING IN THE PRIVATE SECTOR. -AND YET, YEARS AGO YOU WHO ARE HERE TODAY MADE A CHOICE THAT SERVING YOUR COUNTRY AND PROTECTING ITS SECURITY WAS A LIFETIME COMMITMENT WORTH MAKING, AND THAT THIS AGENCY OFFERED YOU THE BEST OPPORTUNITY TO FULFILL THAT COMMITMENT. WE SHOULD NOT BE TOO CYNICAL OR SOPHISTICATED TO ADMIT THAT WE HAVE JOINED THIS PARTICULAR KIND OF PRIESTHOOD BECAUSE WE LOVE OUR COUNTRY. YOUR RECOGNITION HERE IN PART REPRESENTS AN ACKNOWLEDGMENT BY THE AMERICAN GOVERNMENT AND THIS AGENCY OF YOUR SUCCESS IN FULFILLING YOUR OWN COMMITMENT TO THE NATION.

FIFTH, AND FINALLY, THESE CEREMONIES ARE ABOUT THE FUTURE. THOSE OF YOU BEING PROMOTED AND RECOGNIZED TODAY ARE THE PRESENT AND FUTURE LEADERS OF THIS AGENCY. YOU WILL BE THE ONES WHO WILL DETERMINE WHETHER THIS AGENCY CAN CONTINUE TO MEET A STEADILY GROWING DIVERSITY OF DEMANDS AND REQUIREMENTS, WHETHER WE CAN SUSTAIN THE ETHICS AND INTEGRITY OF OUR

PROFESSION, WHETHER WE CAN RECRUIT, MOTIVATE AND RETAIN THE ENORMOUSLY TALENTED YOUNG PEOPLE THAT WE CONTINUE TO NEED TO FILL OUR RANKS AND PERFORM OUR MISSION, AND WHETHER WE CAN OVERCOME INEVITABLE ADVERSITY -- SUCH AS THOSE WE WILL INEVITABLY ENCOUNTER IN THE FUTURE, JUST AS WE ARE ENCOUNTERING THEM NOW.

LEADERSHIP, PERFORMANCE, CHALLENGE, PATRIOTISM AND THE FUTURE. THIS CEREMONY IS IN RECOGNITION OF YOU IN THOSE FIVE AREAS. YOU ARE THE BEST OF THE BEST, AND TODAY WE SALUTE YOU.

NOW LET US PROCEED WITH THE CEREMONY.